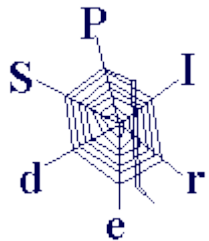


As Good as it Gets

go as agile as you can get

25 November 2009

Spider

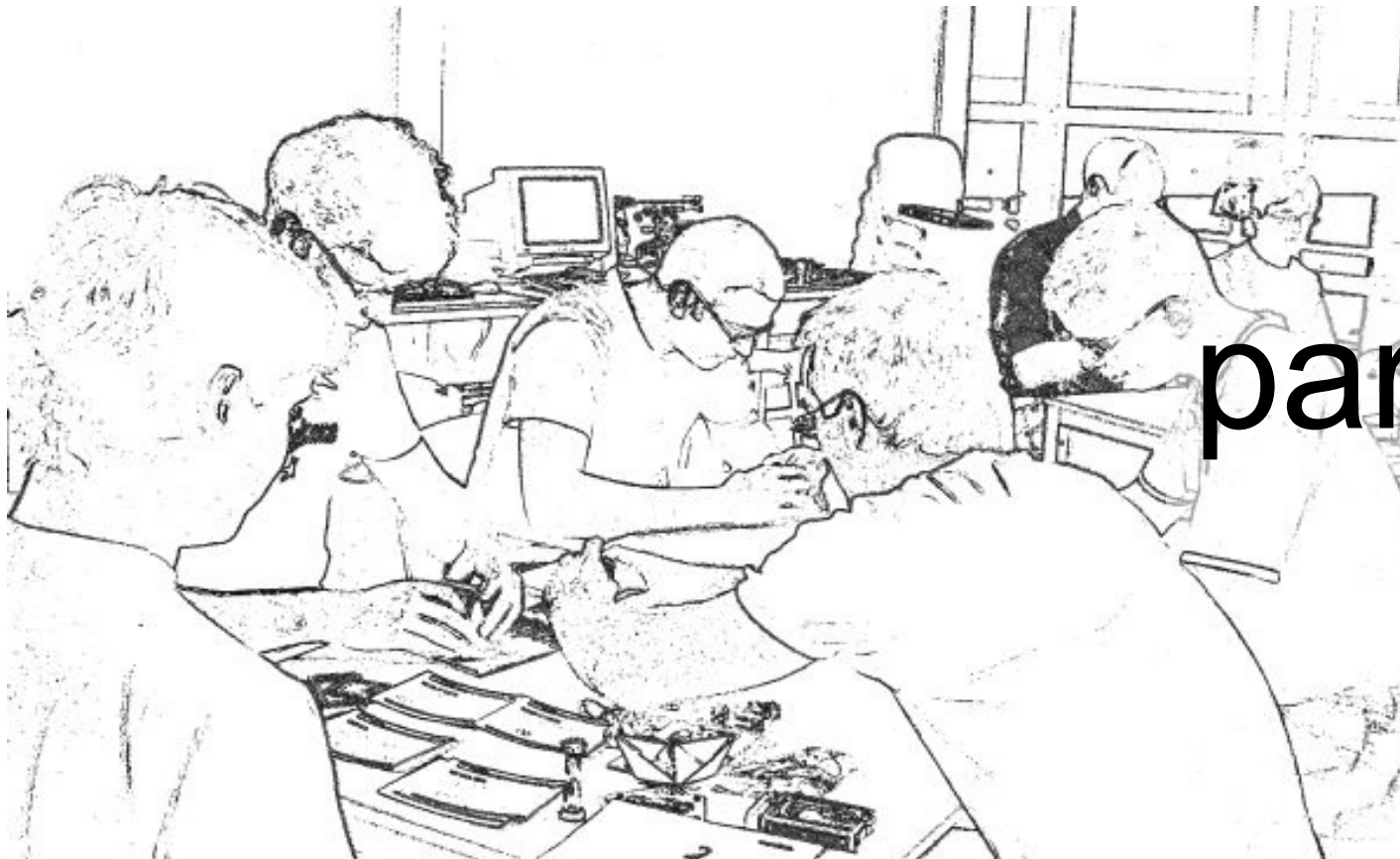


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QWAN

Quality Without A Name

www.qwan.it

What we do

Increase business value from software development
and
helping others do it
through

Mentoring

Training

Developing

Organizing conferences

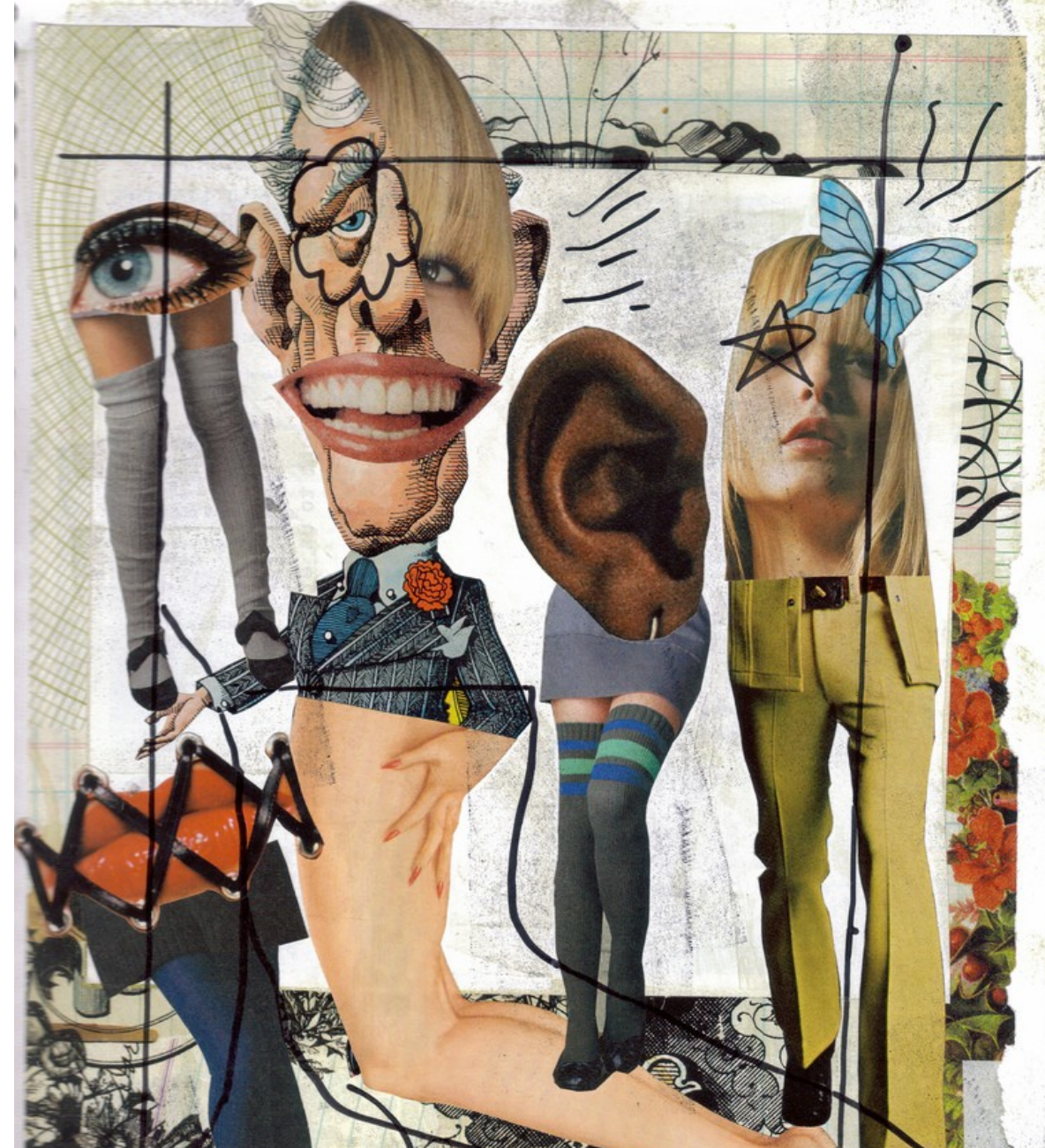


Our learning vision

Learn by doing

SHU - HA - RI





Can one mix Agile and (say) CMM(I) ?

Yes!

Commonalities

Improve software development



FEARS

- 
- OVER BUDGET
 - OVER TIME
 - MISTAKES / ERRORS
 - BUILD THE WRONG THING

FEARS

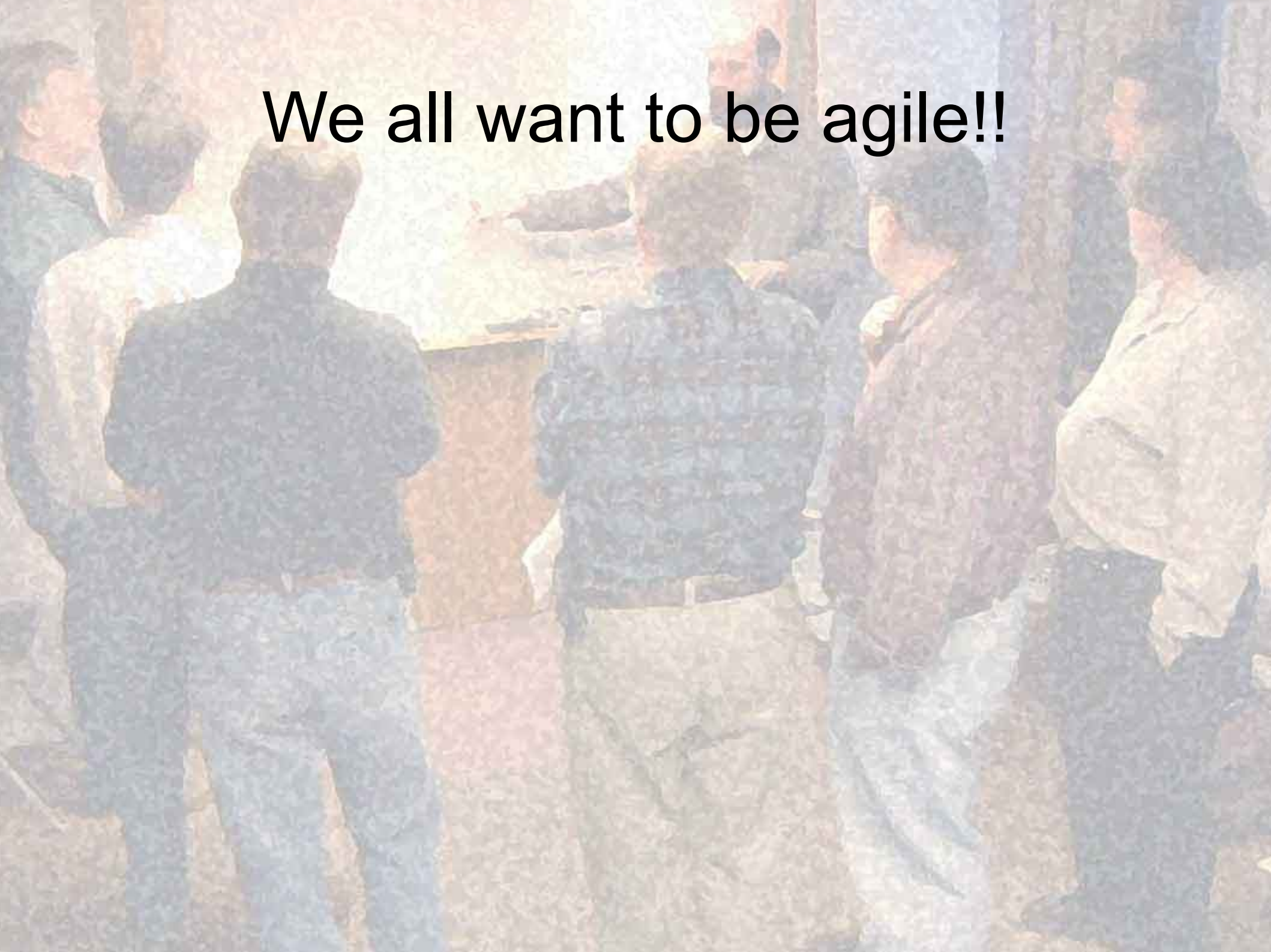
Problems with CMMI

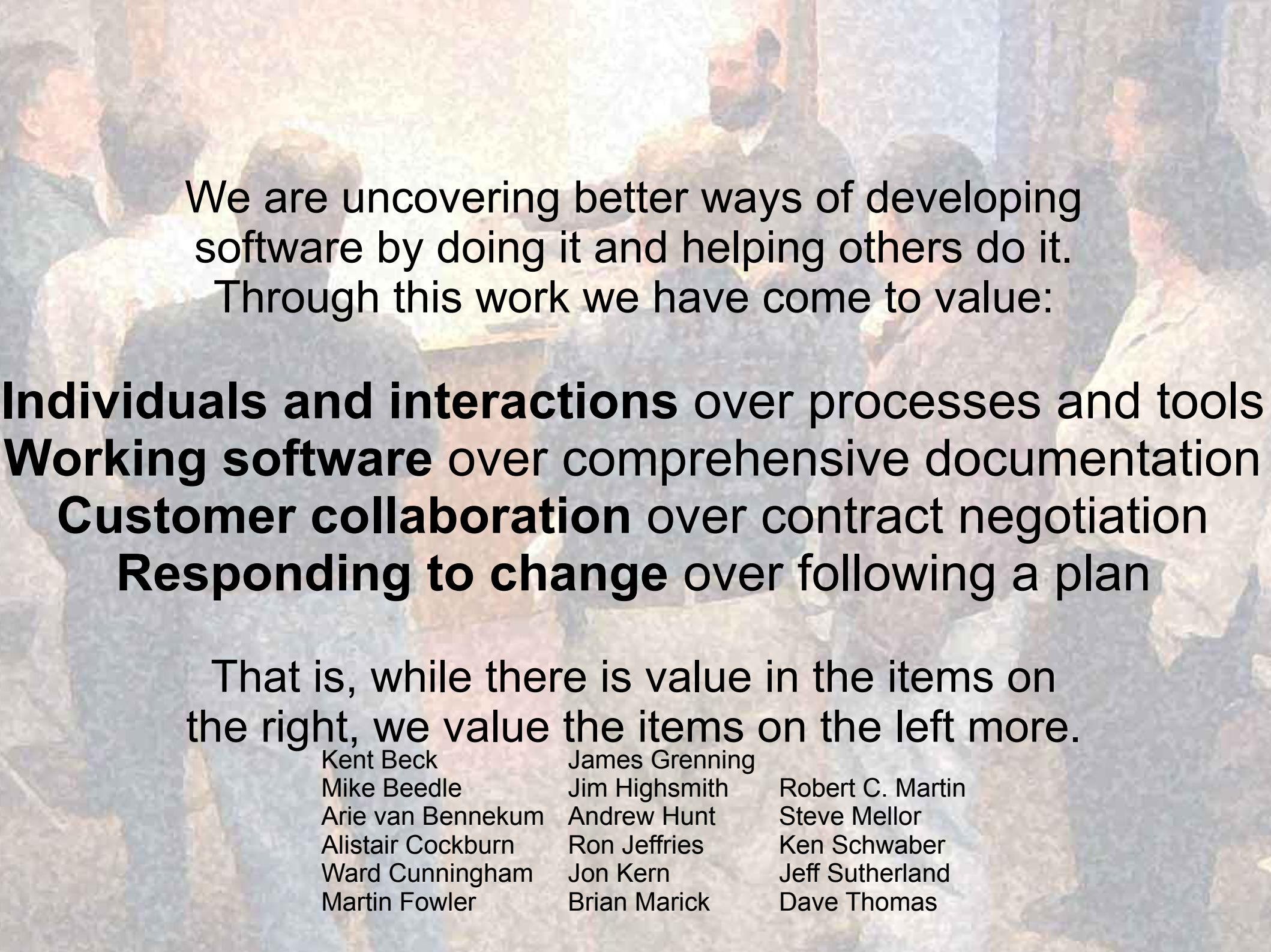
- Context mismatch
- Low trust vs high trust
- Examples become templates
- Process Architecture
- Process Police



Confusing correlation with causality

We all want to be agile!!





We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck

Mike Beedle

Arie van Bennekum

Alistair Cockburn

Ward Cunningham

Martin Fowler

James Grenning

Jim Highsmith

Andrew Hunt

Ron Jeffries

Jon Kern

Brian Marick

Robert C. Martin

Steve Mellor

Ken Schwaber

Jeff Sutherland

Dave Thomas



But is Agile any better?



Agile is not Scrum !

some even say: scrum's not agile

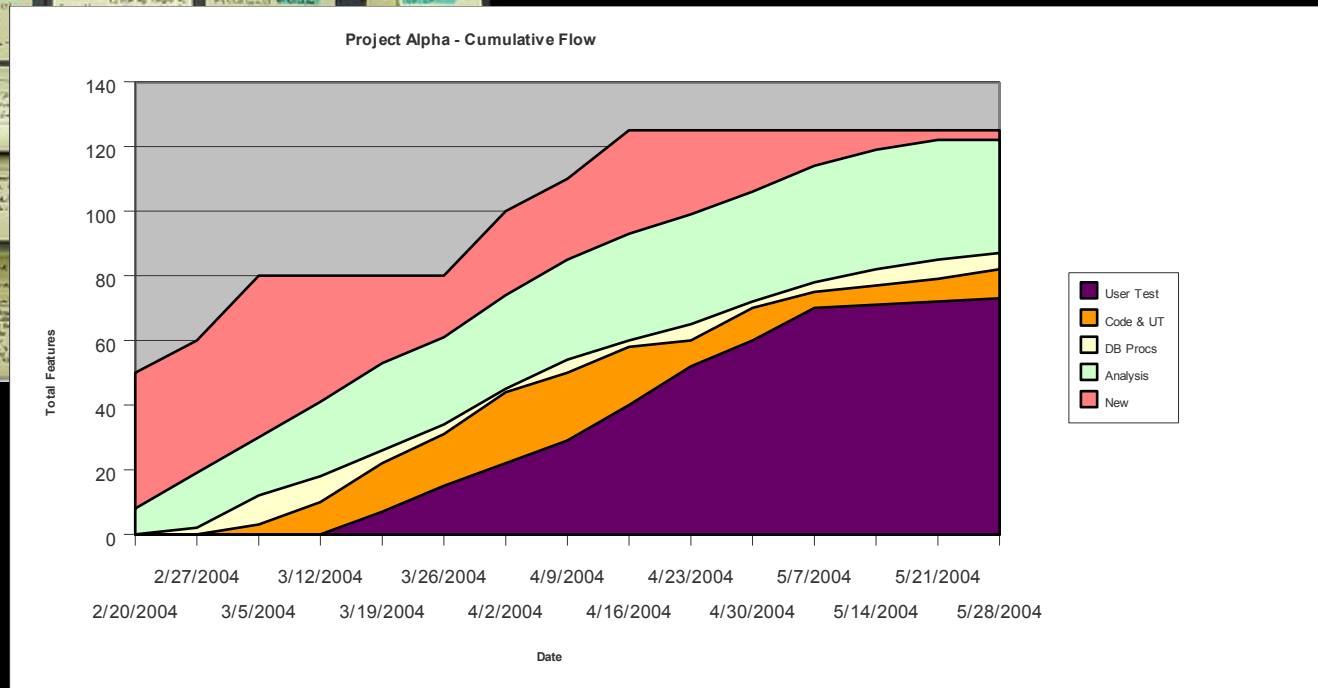
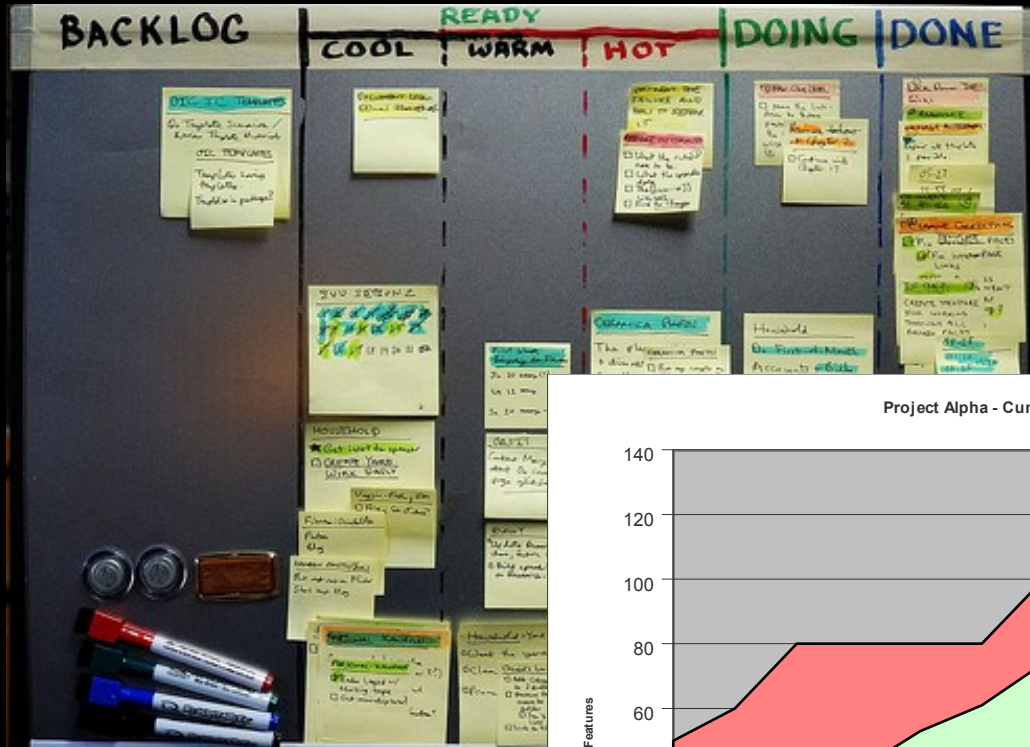
Example: Nokia Test

“aka the ScrumButt Test”

Questions about scrum practices like:

- Iterations
- Product owner
- Backlog
- Burndown chart
- Testing in sprint
- etc.

Iterations / Burndown?

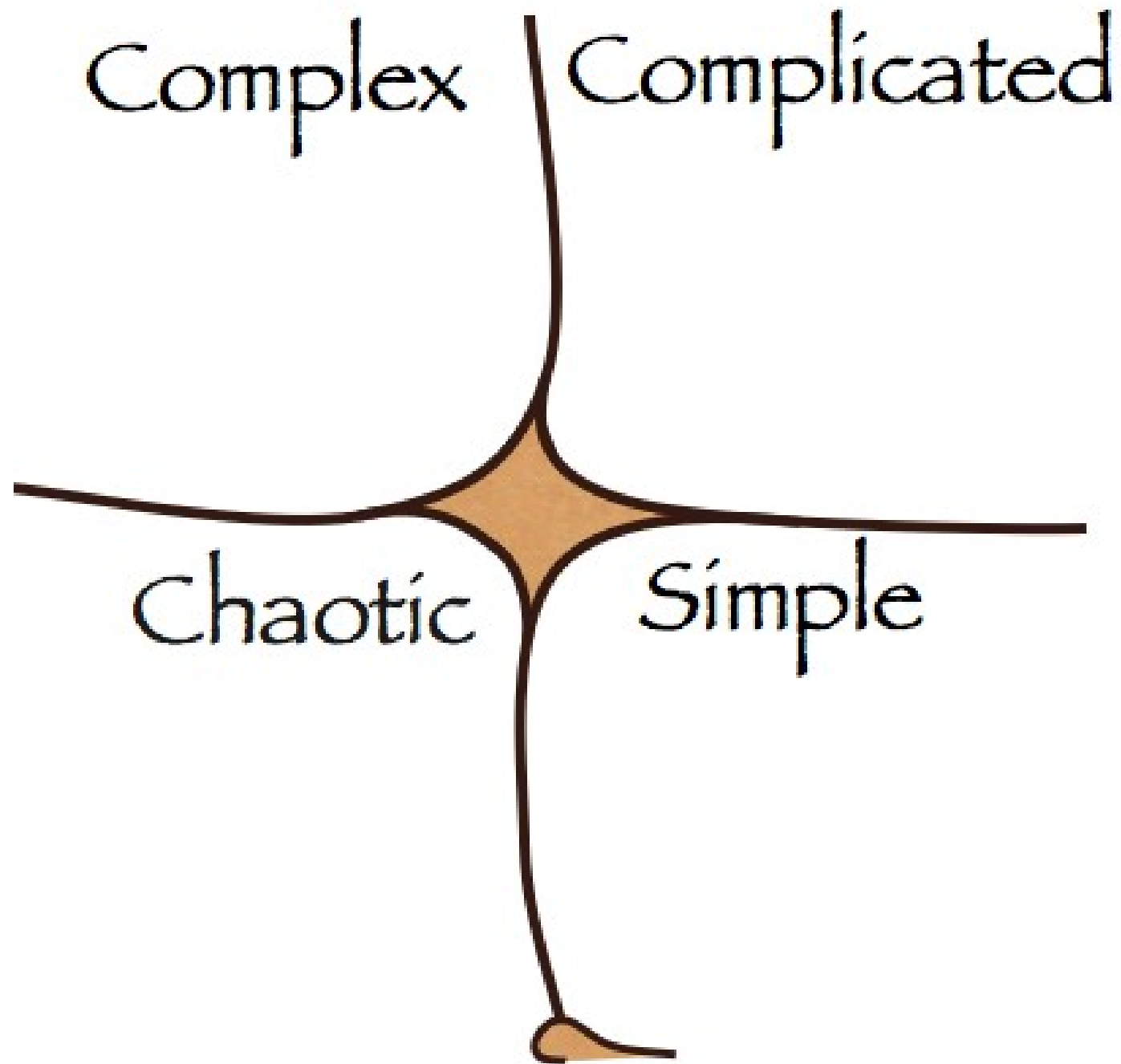


Kanban – flow – cumulative flow diagram

The real problem
is in the people

The solution
is in the people

Lets first admit that we don't
fully understand
the process of software development



or
the customer doesn't know what he wants...

or
the customer doesn't know what he wants...

and
we don't know how to build it

Lets then admit that people are building
software
and
that they are quite educated and bright

People as first order ...

PEOPLE are essential but non-linear active components in the development process *)

Weak on

- Consistency
- Discipline
- Following instructions
- Changing habits

Strong on

- Communicating
- Looking around
- Copy / Modify

Motivated by

- Pride in work
- Pride in contributing
- Pride in accomplishment

*) Alistair Cockburn

(Lean - Agile) Principles

- Eliminate waste in the process
- Amplify learning
- Deliver fast
- Delay decisions
- Maintain integrity
- Empower the team
- See the Whole

So are standards wrong?

- Nope – can be very useful
- But only in a culture of continuous improvement

Hansei
relentless reflection

Kaizen
change for the better

改善



Conclusions

- Admit that we don't understand
- Go as agile as you can get
- Think principles – not practices
- Get knowledge and process improvement from your people
- Maybe standardize when they have been found useful at at least 3 other places
- Leave room for variation



Pictures

The Transcendence of The Ego by Derrick Tyson

<http://www.flickr.com/photos/16231096@N00/306185445>

<http://www.flickr.com/photos/12836528@N00/2680128666>

Canon Powershot G7 review by Kevin Dooley



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Productivity: Wrapping up the First Stage of a Special Project
by Dennis Hamilton

<http://www.flickr.com/photos/91555706@N00/3879384912>



By jorge ivanovic

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CMMI or Agile: Why not embrace both? , Hillel, Anderson et. al. (2009)

The Nokia Test: (2009)



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